HREiR Action Plan 2022-2024

	Details		
		The institutional audience* for this action plan includes:	
Institution name:	Brunel University London		
Cohort number:	Four	**Audience**	**#** / **Comments**
Date of submission:	28/01/2022 (updated Dec 2022)	Research staff - defined as postdoctoral researchers primarily on fixed term / open ended research contracts	163
CIG - Concordat Implementation Group		Postgraduate researchers / doctoral researchers (DRs)	878
CRSG - College Research Strategy Group		Managers of Researchers (MoRs)	76
Dean of Culture and Inclusion - DCI		Research and teaching academic staff	648
EDI - Equality, Diversity and Inclusion			
GS - Graduate School			
OD - Organisational Development			
RKT - Research and Knowledge Transfer Committee			
RSA - Research Staff Association			
RSDO - Research Support and Development Office			
RSRTFG - Research Staff Recruitment Task and Finish Group			
SRD (RS) - Senior Researcher Developer (Research Staff)			

Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update	Outcome/ result
t and Culture						
must:						
Ensure that all relevant staff are aware of the Concordat	Continue and increase Concordat-related engagement with research staff, research leaders and MoRs across the University (Institutes and Colleges) to ensure that research staff are a key consideration in strategic and operational decisions.	1. Researcher views on concordat to be collated within research staff network meetings each year from Oct 22. 2. Concordat update included as standing item on Research and Knowledge Transfer (RKT) and noted in minutes from Feb 22. 3. Concordat to be a standing item within the agenda for each College Research Strategy Group for discussion at least once a year from Oct 22. 4. Staff awareness on Concordat measure derived from CEDARS 23 and reported to the October 23 Research and Knowledge Transfer committee as part of an annual review of research environment and culture.	1. Oct-22 2. Feb-22 3. Oct-22 4. Oct 23	Concordat Implementation Group (CIG), College Associate Deans (Research)	This action has been met. 1. Termly Research Staff Networking Lunches ran during 21-23 and used as key touchpoints for topic discussions. 2.& 3. "Concordat Update" is now a standing item within RKT and College Research Strategy Group meetings, enabling cross University strategic discussion. 4. Increase in Concordat awareness reported in CEDARS 2023.	Ongoing priority.
Ensure that all relevant staff are aware of the Concordat.	Ensure that concordat specific information is clearly signposted and available to research staff and those that support and manage them.	1. Concordat to be available online through Brunel website and included in the university's online repository of policies and procedures by Mar 22. 2. Graduate school pages contain clear links for research staff signposting researcher development activities by Apr 22. 3. Deliver at least one Concordat awareness campaign per annum for the following staff groups: research staff, PIs/MoRs and staff supporting researchers. Report response and engagement from each campaign to Research and Knowledge Transfer Committee as part of ongoing strategic development for research environment culture. 4. At least 50% of research staff recall communication about the concordat (measured in CEDARS 23).	Oct-22	DoGS, Communications team (Comms)	This action has been met. Please see above. In addition, enhancements were made to the Graduate School webpages which led to improved signposting of researchers careers, internships, development opportunities and PDP planning (via lifelong development app Inkpath).	No further action. Success measure reached.
Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	No additional action required.					
Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	Develop a range of activities for DRs and research staff to support wellbeing, with linkage to new staff OD / wellbeing strategy (Mental Health and Wellbeing Strategy); 1. Establish a network of researcher-specific mental health first-aiders for peer support 2. Establish a researcher-specific mental health and well-being resource page 3.& 4. Annual reporting of awareness and engagement by DRs and ECRs of Brunel's mental health and well-being provision.	1. Two cohorts of researchers trained as mental health first aiders (MHFAs) to create a researcher-specific network of 20+ MHFAs by May 2022. 2. Researcher-specific mental health and well-being resource page established by October 2022 and signposted through Graduate School. 3. Hold feedback session with researcher MHFAs to obtain their views on the success of this provision and how it has been used. 4. Annual report from Brunel's Wellbeing team includes an update on researcher mental health and wellbeing activity.	1. May-22 2. Oct-22 3. Jun-23 4. Jul-23	DoGS, Student Services / Wellbeing Team	This action has been met. 3 cohorts of researchers (n = 24) have been trained as mental health first aiders. The outcomes were presented at the UKCGE PGR Mental Health and Wellbeing bi-annual conference (2022). Stronger links with our Counselling and researcher-focused interventions and resources have been developed.	Activity delivered and maintained as ongoing priority.
Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	1. Establish an EDI Researcher Strategy Group within the Graduate School to address EDI issues specific to researchers by May 2022. 2. Engage with internal stakeholders re EDI in research practice and culture. 3. Champion recommendations emerging from research council reviews once published including (EPSRC / ESRC / NERC / AHRC)	1. Terms of reference established for Researcher EDI Steering Group by May 2022. 2. Three researcher discussion groups organised to capture views on EDI and related training needs. 3. Researcher EDI Strategy Group identifies training recommendations and implementation plan by Jul 2023.	1. May-22 2. Mar-23 3. Jul-23	EDI Steering Group, EDI Managers, GS	This action has been met. 1. Researcher EDI Steering Group established with terms of reference and representative membership. EDI project intern appointed 2022-23 to advance researcher-related EDI projects. Focus groups conducted with researchers and used to inform future actions. Greater strategic overlap with central EDI team and EDI managers.	Ongoing priority to be informed by new University strategies and structure and renewed ToR.
Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	1. Communicate with research staff to ensure they are aware of the Research Integrity Code of Practice and related training. 2. Monitor Research Integrity training take-up by research staff.	1. Targeted communication on research integrity to research staff via email and research staff Teams group at start of each academic year from 2022/3. 2. At least one Research Staff Network meeting per annum seeks feedback and views on research integrity and the Brunel Research Ethics Online (BREO) process to inform Research Ethics Committee review. 3. Establish baseline of engagement with Research Integrity training by Mar 2023. Aim to have 70% research staff complete course by Mar 2024.	1. Oct-22 2. Mar-23 3. Mar-24	RKT committee, Vice-Provost (Research) / Concordat Champion	These actions have been partly met (1. & 2.). 3. Online course access issues have made reporting on sub-group completion challenging.	Ongoing priority with improved access to training via new VLE. New online training under review.
Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	Collect baseline survey data for research staff to enable monitoring of actions and planning about research environment and culture (through the Culture, Employment and Development in Academic Research Survey (CEDARS) and internal research staff survey Aug 22)	1. Share outcomes from August 22 research staff survey with graduate school and research staff network by Dec 22. 2. CEDARS 2023 survey run within the university in line with national schedule (expected May 23) with over 30% research staff response rate. 3. Identify targets for integration into renewed action plan by Jan 2024.	1. May to Jul-23 2. Jan 24	DoGS, Planning	This action was mostly met. In CEDARS 2023, we had a 28% response rate from the 'research-only contract job family', which is slightly under our target of 30%. Responses from both CEDARS and the research staff survey have been integrated into renewed action plans (see summary report).	No further action.
st:						
Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies	Not applicable					
Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers	Not applicable					
Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote positive research cultures and working conditions	Not applicable					
researchers must:						
Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	See ECI5					
Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity	No specific action required. (University has a whole-community approach embedded in its mental and wellbeing strategy, which includes updated policies and guidance for managers to support wellbeing).					
Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	No specific action required. University has a flexible working policy that applies to all staff groups, including research staff.					
Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Participate in the University's culture survey across the university to provide a gap analysis and road map towards a stronger institutional culture. Survey to include disaggregated data in relation to research staff.	1. Survey launched in Jan 2023, to include design that allows analysis of disaggregated research staff data 2. Results analysis and research staff specific action plan formulated Jul 2023.	Jul-23	Associate Director OD, CIG	This action was met. University survey was launched and report compiled and reviewed. Delineation by staff sub-groups was difficult / limited, and available insights revealed nothing specific from research staff.	No further action.
Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Encourage and nominate managers of research staff to be involved in university working groups, task & finish groups and committees.	Membership of Senate committees reviewed to establish the number of MoRs listed as members at the start of each academic year from 2022/23.	Oct-23 (annual cycle)	Secretary to RKT (annual report and minutes)	This action has not been met and will be carried forward. A restructure and audit of committees is currently underway. MoR membership of committees has been incorporated in our 2024-2027 Action Plan as an ongoing action.	Carried forward.
must:						
Actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students	1.Participate in University-wide supervisory practice working and discussion groups. 2.Participate in UKCGE pilot accreditation for new supervisors.	1. Research staff involved in doctoral supervision encouraged to attend the University's Supervisory Practice Discussion Group. Numbers attending at least one meeting to increased by 100% during academic year 2022-23. 2. The University's Supervisory Practice Discussion Group includes a standing item to capture the views and support needs of research staff supporting doctoral supervision.	Across academic years 2022-23 & 23-24	Co-Chairs of Supervisory practice working group	This action has been met. We have a regular supervisor discussion group which research staff attend alongside academic staff (mix of supervisor level of experience). Group is open to those aspiring to be involved in supervision. Ground work established for pilot of UKCGE's Research Supervision Recognition Programme with support for research staff in applying for the "Recognised Associate Supervisor Award" (designed for ECRs to receive associate supervisor level accreditation).	Part ongoing & incorporated into 2024-27 Action plan.
Actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students	Engage in opportunities to coach and mentor junior researchers.	Research staff invited to join researcher mentoring schemes as mentors with 5% of mentor training workshop places prioritised for research staff - workshop to be run twice between Nov 2022 and Nov 2023.	Nov-23	Senior Graduate School Tutor, People and Organisational Development Partner	A Mentor training workshop was delivered with 3% research staff attendance. However, priority was given to establishment of PGR peer mentoring scheme. Therefore, the action specific to research staff will be carried forward and has been incorporated into 2024-2027 Action Plan to be build on the model already established.	Ongoing action incorporated into 2024-27 Action plan.
Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	See ECI5					

Take positive action towards maintaining their wellbeing and mental health	See ECI3					
Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct	No additional action required.					
Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	See ECM5.1 Encourage research staff to participate in research staff network meetings / Brunel Research Staff Association.	1. Termly meetings from Jan 2021 promoted to all research staff via email and Teams and attendance lists maintained by the Graduate School. 2. Research staff senate reps to facilitate one meeting and drop-in session per term from Jun 2022.	From Jan-21	GS, Research Staff Senate Reps	This action was met. Senate reps were available during monthly researcher afternoon teas to which all research staff was invited. An increased research staff attendance was recorded as well as an increased presence at concurrent careers drop-in provision.	No further action. Success measure reached.

must:

Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	Establish Research Staff Recruitment Task and Finish Group (RSRTFG) to improve recruitment and extension of research staff, review and standardise contracts.	1. RSRTFG established in Dec 2021 with scope includes recruitment and extension of research staff, review and standardise contracts. 2. Group meets regularly and completes tasks and recommendations by Sep 2022.	Sep-22	Research Staff Recruitment Task and Finish Group (RSRTFG), Head of Post Awards (RSDO)	Working group established and chaired by CEDPS Vice-Dean (Research). Matters not fully resolved and activity subsumed into new work with HR on the harmonisation of research staff job descriptions and promotion criteria. It is therefore an ongoing priority. See EI3 in the 2024-2027 Action Plan.	Activity delivered but maintained as ongoing priority.
Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	Broaden opportunities for researchers to participate in diverse and inclusive recruitment panels for university appointments at various levels.	1. New revised recruitment training launched by Nov 2022. 2. Research staff participation monitored and reported to CIG every six months from Nov 2022.	Every 6 months from May-23	Associate Director HR - Organisational Development; , Dean of Culture & Inclusion (DCI)	This action was met and a revision of recruitment training took place. However, recruitment training continues to be revised further in line with our aim to broaden opportunities for research staff to participate in recruitment panels for university appointments at various levels. (See our Action Plan 2024-2027 EI1). This is therefore an ongoing priority.	Ongoing priority.
Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	Improve the induction process for research staff (in consultation with current research staff) by: 1. Identifying gaps in the process and 2. Making recommendations for actions and improvements	1. 'Research induction working group' established to review researchers needs, and feedback used to identify gaps by Apr 23 2. Recommendations and plan of action reported to CIG and RKT by Nov 23.	Apr-23 Jun-23	HR, Assistant Director RSDO, SRD (RS)	Progress on this is underway, however, the new University Executive and Strategy (see Summary Report) have delayed this. Activity to be carried forward.	Carried forward.
Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	Review the researcher career track, in consultation with researchers in order to 1. Harmonise the grades with other career tracks 2. Review promotion requirements for research staff on the Research Fellow grade 3. Review the titles of researchers at different grades	1 - 3. Review completed by Sep 2022; implementation timelines agreed by Oct 2022 and communicated to research staff before 2022-3 promotions round (Dec 2022).	Dec-22	Dean of Culture & Inclusion, Vice-Provost (Int)	Activity not concluded within the timeline specified but is underway with revised schedule of early 2024.	Carried forward.
Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	Highlight new opportunities for leadership and management training to MoRs, including relevant online courses.	Deliver at least one awareness campaign per annum for MoRs outlining leadership and management training opportunities for research.		OD, GS, MoRs	This action has not been met and will be carried forward. Specific actions around MoRs and their leadership and management training opportunities including how they support research staff are outlined in our 2024-2027 Action Plan.	Carried forward.
Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation	Ensure that research staff are consulted as part of the development of a new planned university PDR process.	Research staff representation confirmed within PDR working group as part of PDR review process by Nov 2022.	Nov-22	Assistant Director HR - OD, DoGS	This action has been met and new interim PDRs have been introduced ahead of the introduction of the Learning Management System in 2024/2025. Cf. ER3 in this document.	No further action. Success measure reached.
Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation	Widen university recognition awards to include specific rewards for research staff and MoRs	Options for awards reviewed and considered with at least one new recognition award introduced by end of academic year 22/2023.	Sep-23	Concordat Champion, CIG, GS	This action was not concluded within the timeline specified due to the changes Brunel underwent between Jan 2022 and Jan 2024 (see Summary Report). It is underway with the aim to be completed in 2024/2025.	Carried forward.
Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress	See EI1.1					
Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making						

st:

Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies	Not applicable					
Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security	Not applicable					
Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression	Not applicable					
Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels	Not applicable					

researchers must:

Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	Participate in the new Academic Leaders Short Programme 2022 to be delivered as part of strategic leadership development training by Organisational Development (OD).	1. Academic leaders expected to attend the People Management Programme (run annually) from Oct 22. 2. Attendance on Academic Leaders Short Programme 2022 by MoRs monitored by OD and reported to HR and EDI committee by Jan 23.	in accordance with programme delivery cycle from Oct 2022	Assistant Director HR - OD, Concordat Champion	This action has been met and a number of initiatives linked to academic staff and leadership have been introduced. For example, there is an annual programme that is run for academic leaders, specifically for staff new to academic leadership roles.	No further action.
Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding	No additional action required.					
Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	Linked to EI1.2					
Actively engage in regular constructive performance management with their researchers	1. Participate in performance management training provided by OD 2. Following launch of revised PDR process (Jul 2023) , MoRs proactively conduct PDRs with research staff in line with institutional targets for annual PDR cycles.	1. OD data measuring MoR attendance at performance management training is reported by Nov-23 to CIG. 2. 70% of research staff receive PDRs, as monitored by HR, by second year of new PDR process (expected Nov-23). 3. Feedback from research staff on CEDARS 2023 indicates that over 60% MoRs encouraged professional development activities.	Nov-22	Assistant Director HR - OD, MoRs, GS	This action has not been met and will be carried forward. Specific actions around MoRs and their leadership and management responsibilities including PDRs for research staff are outlined in our 2024-2027 Action Plan.	Carried forward.
Engage with opportunities to contribute to relevant policy development within their institution	1.Highlight and discuss new, emerging and updated policies with research staff during job chats and annual PDRs. 2. Share information received about institutional policy updates with research staff via regular communication channels. 3. (HR Managers) Attend research staff network meetings at least twice per year to consult and update research staff on updated and emerging policies (e.g. hybrid working, flexible working, carers policies)	1. Produce and circulate a checklist of relevant institutional policies to be referenced as a part of annual PDR for research staff by July 2023. 2. HR-focused / policy update provided within two research staff network meetings per annum from Sep 22.	1. Jul 23 2. From Sep-22 (annual cycle)	Associate Director OD, Vice-Provost (Research) / Concordat Champion	The first action will be carried forward until the new Learning Management System (cf. ER3) is in place. The second point has been met. Professional Services staff are regularly invited to research staff network meetings to provide updates from across the University.	Carried forward.

must:

Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	No additional action identified for the period.					
Understand their reporting obligations and responsibilities	No additional action identified for the period.					
Positively engage with performance management discussions and reviews with their managers	Actively participate in performance management discussions with a named reviewer (usually their manager).	70% of research staff receive PDRs, as monitored by HR, by second year of new PDR process (expected Nov-23).	Nov-23	Research staff, MoRs, Assistant Director HR - OD	This action has not been met and we do not currently have a system that monitors number of PDRs completed (see above re introduction of new system). Action to be revisited following establishment of new Learning Management System (anticipated 2024-25)	Carried forward.
Recognise and act on their role as key stakeholders within their institution and the wider academic community	Linked to ECM5.1					

and Career Development

must:

Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	1. Launch and promote 'Take-10' initiative (i.e. broad portfolio of development opportunities) for research staff, to include coaching, mentoring and job shadowing. 2. Increase usage of Inkpath Development system amongst the research staff. 3. Monitor and report on research staff engagement to inform ongoing planning.	1. The University's 'Take 10' portfolio is launched and promoted to research staff by Dec 22. 2. Inkpath registrations increase from baseline of 38% (Jan 2022) to 70% by Oct 2023. 3. Activities logged in Inkpath measured as part of annual tracking report produced by the Graduate School in the Autumn term of each year from 2022. Reports submitted to RKT (research staff data) as part of annual reporting from 2022. 4. Research staff network meetings used to collate researchers' views on the Take 10 initiative and Inkpath.	1. Dec-22 2. Oct-23 3.&4. Oct-22;Oct-23;Oct-24	SRD (RS), GS Training Administrator, Comms & MoRs	Take 10 has been launched and promoted to Research Staff via targeted emails and a dedicated Teams Channel. This includes online course provision, job shadowing and internship opportunities which are also promoted on Viva Engage. Further plans to broaden provision are incorporated in our 2024-2027 Action Plan. Research Staff engagement with Inkpath remains static, in part due to turnover within the group / short term contracts and mobility. See new Action Plan (PCD1) for further actions. 3. & 4. actions have been met. Training needs analyses conducted through internal survey and annual focus groups and used to inform Take 10 provision.	Partly met with revised actions carried forward.

Principle	Action	Success measure	Deadline	Responsibility	Update/Status	Outcome
Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	Review qualitative reasons for non-take-up of 10 days development as measured by internal survey run in August 22.	1. Report on outcomes of August 2022 Research Staff survey to Graduate School and Research Staff Network by Dec 2022. 2. Following on from survey, hold round table with Research Staff to explore their views in further depth. 3. Use their feedback to address any barriers preventing them using their 10 development days.	1. Dec-22 2. Mar-23 3. Jul-23	HR, EDI team, Concordat Champion	This action has been met. Survey and round table conducted (2022), survey and focus groups (2023). Outcomes used to inform researcher development provision.	More work to encourage take up of development days identified as ongoing priority (see new Action Plan)
Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	1. Evaluate the pilot of the Early Career Academic (ECA) Research Training programme delivered between from 2021-22. 2. Expand opportunities to join future cohorts to research staff, where appropriate.	1. Evaluation of the ECA programme provided to RKT committee in Autumn 2022. 2. Next course opened up to research staff in 2022/23. At least two places earmarked for research staff applicants per programme.	Oct-23	Vice-Provost (Research) / Concordat Champion, Ass. Director of RSDO	This action has been partly met. The Early Career Academic Researcher Development Programme was piloted in 2021/2022. The programme will be open to research staff from 2024/2025.	Partly met and carried forward.
Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	Support PIs / MoRs to increase their confidence to engage in career development discussions with researchers	1. Increase percentage of research staff likely to use Graduate School for career development support from 29% (as measured by internal survey) to 40% by August 2024. 2. Dedicated careers resources signposting a range of researcher careers and expert careers guidance completed and linked to Graduate School webpages by Jun 2023. 3. At least one Research staff network meeting per annum used to obtain researchers' views on careers resources.	Aug 23 & Aug 24	Researcher Careers Consultant (GS/PDC)	The first action is still live (note deadline of August 2024). The second action has been met. In addition, a channel within Viva Engage has been launched through which a range of career advancement opportunities and training are promoted. Meanwhile, our "I am Brunel" and "Brunel researcher career journey"'s pages highlight case studies of researchers' journeys and where they are now. In regards to the Research staff network, please see the update on ECR5 above. This action has not been met but will be carried forward and incorporated in the repositioning of the Research Staff Association.	Partly met and used to inform ongoing action.
Ensure that researchers have access to professional advice on career management, across a breadth of careers	Expand the *Researcher Futures Series* to provide researchers with information and networking opportunities researcher alumni from a wide range of industries and careers	1. Three Researcher Futures events held each year (one per term) from 2021/22. 2. At least 20% research staff attend at least one event during 2022/23 and 2023/24 (attendance data reporting). 3. Researchers' feedback collated after each event to inform future events.	Aug 23 & Aug 24	Researcher Careers Consultant (GS/PDC)	Three Researcher Futures Series events were (and continue to be) held each year with researchers' feedback collated after each event. We have also hit the target of 20% of research staff attending these events, both as audience members and contributors (panel members). During 2022/23 and 2023/24 (to date) the following Researcher Futures events have been held: a) HE professional roles for researchers; b) Consultancy (in and outside academia); c) Career insights into research outside academia; d) Researcher Futures: Career insights into HE lecturing. Note that the series is continuous and therefore also listed in our 2024-2027 action plan.	No further action. Success measure reached.
Ensure that researchers have access to professional advice on career management, across a breadth of careers	Increased provision of one-to-one career consultations by Researcher Careers Consultant.	Percentage of research staff consulting Graduate School and/or Professional Development Centre (PDC) for 1-2-1 Careers advice increases from 50% (as measured in internal survey) to 60% by Jul 2024.	Jul-22	Researcher Careers Consultant (GS/PDC)	Increased engagement already noted with increased attendance at Careers drop-ins. However, this action is ongoing. Note the deadline of Jul 2024.	Ongoing action.
Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	Deliver leadership and resilience training through cross-university *Leadership in Action* programme up to 3 times per annum.	1. Bespoke programme delivered three times per annum (Feb, Apr, Nov) either online or in person from Apr 2021. 2. Training completed by at least 15 researchers per annum from 22/23.	1. From Apr 2021 2. From 2022/23 onwards	DoGS, KCL (programme coordinator)	This action has been met. (Note that we run this training programme at least twice per year. Therefore, this action is also listed in our 2024-2027 action plan.)	No further action. Success measure reached.
Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	Revise policy for research consultancy to accommodate research staff requirements / needs, where necessary, and to enhance their ability to engage in relevant opportunities.	1. University consultancy policy review to be competed by Apr 23 and presented to RKT by Jul 23. 2. Any approved changes communicated to researchers following presentation to RKT by Sept 23.	Apr-23 Sept-23	Concordat Champion, RSDO, PIs	This action has been fully met.	No further action. Success measure reached.
Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this	Encourage inter-sector insights by promoting short internship opportunities for researchers, with improved documentation and guidance.	1. Existing guidance for researcher internships reviewed, following consultation with internal stakeholders, by Jul 22. 2. New guidance developed and added to GS & PDC webpages by Dec 22. 3. Three case-study internships created to be accessible on Intrabrunel (as video podcasts) by Jul 23.	Jun-23	Researcher Careers Consultant (GS/ PDC)	This action has been met. The internship guidance has changed and a pilot is currently underway. Case studies have been created. We also had a Communications intern in the reporting period whose work led to new actions in regards to facilitating inter-sector insights. New related actions have been added to current action plan.	Carried forward.
Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this	Increase for research staff exposure to research commercialisation and entrepreneurship, along with engagement with related development opportunities and competitions.	1. Three workshops delivered to researchers by the Enterprise Hub during each academic year from 2022/23. 2. Opportunities to engage with entrepreneurship programmes / training actively promoted to research staff via e-newsletters, research staff network meetings and drop-ins at least once a term.	Sep-22 to Aug-23 Termly 22/23 & 23/24	RSDO, Entrepreneur Hub, researcher careers consultant	This action has been met. Better promotion of entrepreneurship training and project opportunities to research staff achieved. Increased engagement measured with successes in external projects and competitions. Teams and online channels used successfully for regular promotion to all research staff.	No further action. Success measure reached.
Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	Map training needs outlined in research staff survey (Aug 22) to current offering and identify gaps in provision.	1. Mapping of research staff survey results completed by Dec 2022. 2. Data used to inform updates to Take 10 portfolio of development opportunities by Jan 23.	Dec-22	GS Training Administrator, Senior Researcher Developer (Research Staff)	This action has been met (see above).	No further action. Success measure reached.

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Incorporate specific professional development requirements in relevant funding calls, terms and conditions, grant reporting, and policies. This should include researchers' engagement in a minimum of 10 days' professional development pro rata per year, and evidence of effective career development planning	Not applicable					
Embed the Concordat Principles and researcher development strategies into research assessment strategies and processes	Not applicable					
Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit	Not applicable					
Engage in regular career development discussions with their researchers, including holding a career development review at least annually	Not applicable					
Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments	Not applicable					
Allocate a minimum of 10 days pro rata, per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development	Not applicable					
Identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours	Not applicable					
Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	Not applicable					

: must:

Take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year	Linked to PCDI1.1					
Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments	Encourage research staff to attend Researcher Futures Series - a series of career development webinars spotlighting researchers working within different industries including alumni perspectives.	1. Three Researcher Futures events held each year (one per term) from 2021/22. 2. At least 20% research staff attend at least one event during 2022/23 and 2023/24 (attendance data reporting). 3. Researchers' feedback collated after each event to inform future events.	1.-3. Termly from 2021/22	Researcher Careers Consultant, DoGS	See PCDI3.1	
Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments	Engage with a range of researcher careers development activities, professional associations, alumni and employer networks.	1. Researcher Careers Consultant maintains a rolling programme of options on Researcher Careers webpage. Content reviewed at least once per month from July 22. 2. Researchers' feedback invited via Careers drop-in sessions integrated into monthly researcher coffee mornings. 3. Percentage of research staff consulting Graduate School or Professional Development Centre (PDC) for 1-2-1 Careers advice increases from 50% (as measured in internal survey) to 60% by Jul 2024.	From Jul 22	Researcher Careers Consultant / PDC	See PCDI3.2	
Maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications	Encourage research staff to use Inkpath Development App as a professional development platform to plan their development, identify opportunities, manage and record learning outcomes and reflections.	1. Inkpath registrations increase from baseline of 38% (Jan 2022) to 70% by Oct 2023. 2. At least 20% of research staff report using Inkpath output as part of PDR or career development meetings as measured by internal research staff survey Aug 2024. 3. Research staff network meetings and CEDARS used to collate researchers' views on Inkpath.	1. Oct-23 2. Aug-24	GS, Research Staff, Research Staff Network	See PCDI1.1	
Positively engage in career development reviews with their managers	Linked to EM4					
Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	Research staff to be given priority access to cross-university Leadership in Action programme (run up to 3 times per annum).	60% places within Leadership in Action programme cohorts awarded to research staff (Feb, Apr, Dec each year) as recorded in GS annual report from 22/23	Oct-22 (annual cycle)	DoGS, PIs / MoRs	This action has been met.	No further action. Success measure reached. (But see note in PCDI4.1).
Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation	1. Evaluate the pilot of the Early Career Academic (ECA) *Research Training programme* delivered between from 2021-22. 2. Expand opportunities to join future cohorts to research staff, if appropriate.	1. Evaluation report provided to RKT committee in Autumn 2022. 2. Pilot opened up to research staff in 2022/23. At least two places earmarked for research staff applicants per programme.	Oct-22	Vice-Provost (Research) / Concordat Champion, RSDO	See PCDI1.3	
Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation	Increase ECR involvement in outward-facing community / public engagement partnerships. Extend and expand the existing knowledge exchange and civic and public engagement schemes to ECRs.	1. One ECR-focused event delivered for each academic year from 2022/23. 2. More than two applications submitted to funding sources linked to knowledge exchange and public engagement for each year from 2022.	In line with annual application deadline	Graduate School, Research Centre Leads, Engagement Strategy and Support Unit	This action has been met. Brunel's Public Development Fund and Public Engagement Fund are open to researchers. Greater recognition of research staff public engagement resulted in recognition through a Innovate UK's Women in Innovation Award in 2023.	No further action. Success measure reached.

* The Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.